

## Message Text

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ACTION EB-08

INFO OCT-01 EUR-12 ISO-00 AGRE-00 CEA-01 CIAE-00  
COME-00 DODE-00 FRB-01 H-02 INR-10 INT-05 L-03  
LAB-04 NSAE-00 PA-02 CTME-00 AID-05 SS-15 STR-07  
ITC-01 TRSE-00 SP-02 SOE-02 OMB-01 DOE-15 OPIC-06  
XMB-04 NSCE-00 SSO-00 ICAE-00 INRE-00 /107 W  
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O R 251854Z APR 78

FM AMEMBASSY PARIS

TO SECSTATE WASHDC 0000

INFO ALL EC CAPITALS

AMCONSUL NICE

AMCONSUL LYON

AMCONSUL STRASBOURG

AMCONSUL MARSEILLE

AMCONSUL BORDEAUX

UNCLAS SECTION 1 OF 3 PARIS 13368

E.O. 11652: N/A

TAGS: ETRD, BEXP, XX

SUBJECT: INTERAGENCY TASK FORCE TO DEVELOP A  
NATIONAL EXPORT POLICY

REF: STATE 095673

1. INTRODUCTION: THE EMBASSY WELCOMES THE OPPORTUNITY  
TO PROVIDE ITS INPUT INTO THE DEVELOPMENT  
OF A NATIONAL EXPORT POLICY. WE EXAMINE THIS ISSUE  
FROM TWO DISTINCT ASPECTS: THE DOMESTIC SIDE WHERE THE  
PROBLEM IS ONE OF RAISING THE EXPORT CONSCIOUSNESS  
OF THE US BUSINESS COMMUNITY, AND THE FOREIGN SIDE  
WHERE IT IS ONE OF PROVIDING AN EFFECTIVE, EFFICIENT  
DELIVERY SYSTEM FOR OUR EXPORT PROMOTION PROGRAM, WE  
CONFINE OUR COMMENTS ESSENTIALLY TO EXPORT PROMOTION  
AND DEVELOPMENT. (THE AGRICULTURAL ATTACHE WILL  
COMMENT SEPARATELY RELATIVE TO AGRICULTURE POLICY.)  
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OUR COMMENTS AND SUGGESTIONS MAY, IN SOME INSTANCES,  
BE PROVOCATIVE BUT WE ASSUME THE TASK FORCE WISHES TO  
TAKE A HARD LOOK AT OUR PRESENT EXPORT PROMOTION  
PROGRAMS AND THAT THERE ARE NO SACRED COWS.

2. DOMESTIC CONSIDERATIONS. A SINE QUA NON IS THAT  
A WELL CONCEIVED EXPORT PROMOTION PROGRAM IS ALL FOR

NAUGHT IF THE PRODUCTS PROMOTED ARE NOT ADAPTED TO THE EXIGENCIES OF THE FOREIGN CUSTOMER, APPROPRIATELY AND VIGOROUSLY MARKETING, AND BACKED BY AN EFFICIENT DISTRIBUTION AND AFTER-SALES SERVICE SYSTEM. PRICE IS NOT THE SOLE QUESTION AS GERMAN EXPORTERS HAVE DEMONSTRATED TIME AND AGAIN. IN THIS REGARD, WHERE EXCHANGE RATE CHANGES HAVE IMPROVED THE COMPETITIVE POSITION OF AMERICAN GOODS, WE WOULD HOPE TO SEE THESE PRICE REDUCTIONS IN LARGE PART PASSED ON TO THE CUSTOMER.

FROM OUR VANTAGE POINT THE MAJOR IMPEDIMENT TO INCREASED US EXPORTS IS THE LACK OF EXPORT CONSCIOUSNESS ON THE PART OF THE US BUSINESSMEN. THE LITANY FREQUENTLY HEARD IS THAT A US FIRM IS MORE INTERESTED IN INCREASING ITS "EXPORTS" FROM MASSACHUSETTS TO CALIFORNIA, OR VICE VERSA, THAN IN EXPORTING BEYOND THE TERRITORIAL LIMITS OF THE US; EXPORTING IS A RESIDUAL ACTIVITY CONFINED TO A SMALL NUMBER OF MULTINATIONALS OR FIRMS WITH EXCESSIVE INVENTORIES WHO LOOK TO WORK THEM OFF IN A ONE SHOT EXPORT DEAL WITH NO INTENTION OF FOLLOWING THROUGH TO DEVELOP SUSTAINED EXPORTS.

AN OBVIOUS APPROACH TO STIMULATES US FIRMS TO EXPORT WOULD BE TO PROVIDE SOME FORM OF DIRECT OR INDIRECT UNCLASSIFIED

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SUBSIDY, IE., TO IMPROVE EXPORT PROFITABILITY. WE BELIEVE THIS APPROACH IS FRAUGHT WITH DANGER SINCE IT WOULD LEAD TO RETALIATION IN ONE FORM OR ANOTHER--MOST LIKELY VIA MATCHING--ON THE PART OF OUR FOREIGN COMPETITORS. THUS, DOMESTIC FINANCIAL INCENTIVES SHOULD NOT GO BEYOND THOSE WHICH ARE ALREADY NORMALLY ACCORDED UNDER THE EXPORT PROMOTION PROGRAMS OF OTHER COUNTRIES.

SUGGESTIONS.

- SURVEY THE EXPORT PROMOTION PROGRAMS OF OTHER COUNTRIES TO DETERMINE THEIR EXTENT AND EFFECTIVENESS, AND TO "BORROW" IDEAS WHICH MAY HAVE VALIDITY ON THE US DOMESTIC SCENE. (THIS EXERCISE WAS UNDERTAKEN AT THE DEPARTMENT'S REQUEST IN 1975. SEE PARIS A-199 OF APRIL 27, 1976 FOR EXAMINATION OF THE FRENCH EXPORT EXPANSION PROGRAMS.)
- WE SHOULD UNDERTAKE A MAJOR EFFORT TO EDUCATE US BUSINESS ON THE "HOW-TO'S" OF EXPORTING.
- MULTINATIONAL CORPORATIONS (MNC'S) ARE FREQUENTLY AND UNJUSTIFIABLY CHARACTERIZED AS EXPORTERS OF JOBS AND

NOT GOODS. A MAJOR EFFORT MIGHT NEVERTHELESS BE UNDERTAKEN TO CONVINCE MNCS TO MAKE SPECIAL EFFORTS TO EXPORT MORE FROM THE US (WITHOUT CUTTING BACK ON OVERSEAS OPERATIONS). WE SHOULD ALSO EXPLORE ANEW THE POSSIBILITY OF CONVINCING MNCS TO ASSIST SMALL- AND MEDIUM-SIZED FIRMS TO BREAK INTO EXPORTING, A "PIGGY-BACK" APPROACH WHEREBY MNCS WOULD, FOR EXAMPLE PUT THEIR DISTRIBUTION AND AFTER-SALES SERVICES AT THE DISPOSITION OF SELECTED FIRMS.

3. ANTITRUST. PRESENT ANTRITRUST RESTRAINTS TEND TO HANDICAP US COMPANIES AND ARE PERHAPS ANACHRONISTIC IN TODAY'S CONTEXT. THE BURDEN FOR ASSURING FAIR COMPETITION SHOULD REST WITH THE FOREIGN BUYERS AND NOT THE UNCLASSIFIED

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USG.

SUGGESTION.

-- WE SHOULD CONSIDER INTRODUCING LEGISLATION. ANTITRUST LAWS TO PUT US FIRMS ON A MORE EQUAL FOOTING WITH FOREIGN COMPANIES IN COMPETING FOR MAJOR PROJECTS ABORAD.

4. EXPORT FINANCING. THIS IS FREQUENTLY THE CRUCIAL FACTOR IN THE SUCCESS OR FAILURE OF AN EXPORT SALE.

SUGGESTIONS.

-- EXIM BANK SHOULD BETTER TAILOR ITS FINANCING TO THE NEEDS OF SMALL AND MEDIUM-SIZED FIRMS, E.G., REDUCE PAPERWORK.  
-- EXIM BANK SHOULD GIVE FASTER COMMITMENTS IN SUPPORT OF US BIDDERS ON MAJOR PROJECTS.  
-- WE SHOULD INCREASE OUR EFFORTS TO BRING BANKS (AND CARRIERS) INTO OUR EXPORT PROMOTION EFFORTS SINCE THEY HAVE A VESTED INTEREST IN INCREASING EXPORT SALES.

5. EXPORT CONTROLS. CONTROLS ALMOST BY DEFINITION SLOW DOWN AND FRUSTRATE EXPORT TRANSACTIONS.

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O R 251854Z APR 78  
FM AMEMBASSY PARIS  
TO SECSTATE WASHDC IMMEDIATE 581  
INFO ALL EC CAPITALS  
AMCONSUL NICE  
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SUGGESTION  
--WE SHOULD EXAMINE OUR EXPORT CONTROL PROGRAM WITH  
A CRITICAL, "IS THIS REALLY NECESSARY" EYE.

6. AFTER-SALES ASSISTANCE. IMPORTERS AND END-USERS  
FREQUENTLY COMPLAIN THAT THEY HAVE DISCONTINUED US  
LINES OR DECLINED TO PURCHASE US PRODUCTS BECAUSE  
OF LACK OF AFTER-SALES SERVICES OR INSECURITY OF  
SUPPLY.

SUGGESTIONS.  
--WE SHOULD EXPLORE THE POSSIBILITY OF ESTABLISHING  
COOPERATIVE ARRANGEMENTS AMONG US EXPORTERS TO  
FACILITATE AFTER-SALES SERVICE IN PARTICULAR  
MARKETS, I.E., A POOLING OF MAINTENANCE FACILITIES.

--SIMILARLY, WE COULD PROVIDE ASSISTANCE IN STOCKING  
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INVENTORIES AND SPARE PARTS ABROAD SO  
THAT US FIRMS COULD RESPOND RAPIDLY TO NEW ORDERS  
OR REQUESTS FOR PARTS.

7. INFORMATION PROCESSING. WE SHOULD PLACE INCREASED  
EMPHASIS ON THE USE OF NEW, HIGH SPEED, LABOR SAVING  
INFORMATION PROCESSING TECHNIQUES. WE STILL EMPLOY

LABORIOUS HUNT-AND-PECK APPROACHES AS OPPOSED TO MODERN,  
COMPUTER-BASED TECHNOLOGIES.

SUGGESTIONS.

--WE SHOULD INITIATE A PILOT PROJECT TO PROVIDE ONE  
OR SEVERAL EMBASSIES WITH ON-LINE CAPABILITY TO  
WASHINGTON FOR THE INPUT AND OUTPUT OF FTI  
INFORMATIONS.

--THE WTDR, PIR, AND TO FORMS SHOULD BE COMBINED  
INTO ONE FORMAT FOR EASE OF ENTRANCE INTO AND  
RETRIVAL FROM COMPUTER BANKS.

--WE SHOULD DEVELOP A REP FILE INDEX FOR EUROPE.  
FRENCH BUSINESSMEN MAY INQUIRE ABOUT A REPRESENTA-  
TIVE OF A US FIRM IN FRANCE. WE CAN PROVIDE THIS  
INFORMATION. HOWEVER, IF A PRODUCT IS REPRESENTED  
BY A BELGIAN FIRM COVERING FRANCE WE DO NOT KNOW  
THIS.

8. PROGRAMS. THERE ARE TOO MANY INDIVIDUAL USDOC  
PROGRAMS COMPETING FOR THE SAME POOL OF SHRINKING  
RESOURCES. RATHER THAN ABOLISHING OLDER, LESS VIABLE  
PROGRAMS UPON THE INTRODUCTION OF NEWER PROGRAMS, USDOC TENDS  
TO CONTINUE THE OLDER PROGRAMS ALTHOUGH WITH MUCH  
REDUCED RESOURCES. THE RESULT IS A SHOTGUN EFFECT  
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WITH EACH OFFICE SEEKING TO MAINTAIN ITS PRESENCE IN  
THE DELIVERY SYSTEM EVEN THOUGH IT DOES NOT HAVE THE RESOURCES  
TO CARRY OUT ITS PROGRAM EFFECTIVELY. WE SHOULD  
FOCUS ON THE BETTER ELEMENTS AND DO AWAY WITH  
THE LESS EFFECTIVE.

SUGGESTIONS.

--TOPS. THE CONCENT IS APPEALING BUT THE RESULTS  
HAVE BEEN MIXED. INCREASED EMPHASIS SHOULD BE  
GIVEN TO REFINING THE PROGRAM BEFORE ITS  
CREDIBILITY IS TOTALLY EXTINGUISHED. TOP CUSTOMERS  
ABROAD WILL NOT COME BACK A SECOND TIME IF THEY  
RECEIVE FEW OR MISMATCHED RESPONSES. WE TEND NOT  
TO KNOW WHETHER THERE HAS BEEN A HIT OR A MISS.  
A MORE EFFECTIVE FOLLOW-UP PROGRAM IN THE DISTRICT  
OFFICES AND AT THE EMBASSIES SHOULD BE DEVELOPED.  
IN ADDITION, TH PRODUCT CODING SYSTEM NEEDS  
REFINEMENT TO ASSURE A BETTER MATCH BETWEEN DEMAND  
AND SUPPLY. EMBASSIES SHOULD BE PROVIDED WITH  
THE LIST OF TOP SUBSCRIBERS FOR TOPS FROM THEIR COUNTRIES.

--TRADE CENTERS AND IMCS ARE EXCELLENT FRONT LINE DELIVERY VEHICLES. THEY HAVE BEEN MUCH MALIGNED AND UNJUSTLY SO. FULL COST RECOVERY COULD WELL SPELL THEIR DEATH KNELL. WE SHOULD INVESTIGATE THE POSSIBILITY OF ADOPTING THE FRENCH APPROACH OF PROVIDING "FAIR INSURANCE" WHEREBY PARTICIPANTS IN TRADE FAIRS ARE PARTIALLY REIMBURSED FOR EXPENSES IF THEY HAVE NO REALIZED INCREMENTAL SALES.

--WTDRS. THESE SHOULD BE PROVIDED ONLY IN COUNTRIES WHERE CREDIT RATINGS ARE UNAVAILABLE OR UNRELIABLE. WE ARE FREQUENTLY COMPETING WITH, OR AT BEST JUST

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COMPLEMENTING , THE SERVICE PROVIDED BY US FIRMS, E.G., DUNN AND BRADSTREET. THE RESSOURCES FREED COULD BE DEVOTED TO HIGHER PRIORITY ACTIVITIES.  
--FOREIGN BUYERS GROUPS. US SHOW ORGANIZERS CAN DO MORE TO ATTRACT FBGS: NO ENTRY FEE FOR FOREIGN VISITORS, BROCHURES TO EMBASSIES SUFFICIENTLY IN ADVANCE AND IN THE LOCAL LANGUAGE.

--BUSINESS INFORMATION OFFICES. WE HAVE FOUND THAT BIOS AT MAJOR TRADE SHOWS ARE AN INVALUABLE MEANS

OF GENERATING TRADE OPPORTUNITIES AND PUBLICIZING  
THE ACTIVITIES OF THE OFFICE OF COMMERCIAL AFFAIRS.  
OUR BIOS TO DATE HAVE BEEN FINANCED ON AN AD HOC  
BASIS. CONSIDERATION SHOULD BE GIVEN TO INSTITUTIONA-  
LIZING THIS PROGRAM ON A BROADER SCALE.

-- E/IAS. WE SHOULD IMPLEMENT THE PROPOSED EXPORTER/  
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AGENT INFORMATION SYSTEM AS RAPIDLY AS POSSIBLE.  
OUR PILOT STUDY OF THE VISUAL SEARCH MICROFILM  
FILE HAS DEMONSTRATED THE VIABILITY OF THIS  
APPROACH, PARTICULARLY IF THE COMPANIES IN THE  
FILE ARE EXPORTTERS. THE VSMF HAS FORMED AN  
INTEGRAL PART OF OUR BIOS AND HAS PROVED TO BE  
NOT ONLY A CROWD CATCHER BUT ALSO AN EFFECTIVE  
TRADE PROMOTION INSTRUMENT.

--. MORE EMPHASIS SHOULD BE ACCORDED TO THE PROMOTION  
OF SOFTWARE SALES. IN THE HIGH  
TECHNOLOGY FIELD WE TEND TO DO WELL IN MATCHING  
THE OPPORTUNITIES FOR SALES OF EQUIPMENT BUT DO  
NOT HAVE THE TOOLS TO TAKE ADVANTAGE OF POTENTIAL  
SALES OF SOFTWARE.

-- TAILORED EXPORT MARKETING PLLANS SERVICE (TEMPS)  
THIS IS AN EXCITING NEW PROGRAM WORTHY OF EFFECTIVE  
TESTING. IF ITS VIABILITY IS DEMONSTRATED AS  
WE BELIEVE IT WILL BE--IT WOULD MAKE A SIGNIFICANT  
CONTRIBUTION TO INCREASING THE NUMBER OF US FIRMS  
ENGAGED IN EXPORT ACTIVITIES. HOWEVER, ITS VERY  
SUCCESS WOULD REQUIRE A POTENTIALLY SIGNIFICANT  
REQLOCATION OF USDOC AND FOREIGN SERVICE RESOURCES.

9. USDOC ORGANIZATION. USDOC IS UNDERGOING A  
REORGANIZATION DESIGNED TO STREAMLINE ITS OPERATION.  
WE HOPE THAT THE NEW ORGANIZATION WILL PROVE SUCCESSFUL.

SUGGESTIONS.

--THERE SHOULD BE MORE EFFICIENT COMMUNICATION  
BETWEEN THE DISTRICT OFFICES AND THE EMBASSIES.  
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USDOC HAS MAINTAINED ITS CENTRAL POSITION  
BETWEEN THE TWO HALVES OF THE EXPORT PROMOTION

SYSTEM, ESSENTIALLY TO PROTECT THE EMBASSIES FROM BEING OVERLY TASKED BY DISTRICT OFFICES' INQUIRIES. HOWEVER, FREQUENTLY USDOC'S ROLE IS NOTHING MORE THAN A LETTERBOX. THIS TENDS TO FRUSTRATE, OR AT LEAST DELAY, COMMUNICATION.

-- THERE SHOULD BE MORE COORDINATION AND LIAISON BETWEEN USDOC AND THE STATE DEVELOPMENT OFFICES, TRADE ASSOCIATIONS AND REGIONAL COMMISSIONS. ADDITIONAL EFFORTS SHOULD BE MADE TO ASSURE THAT ACTIVITIES OF THESE ORGANIZATIONS ARE COMPLEMENTARY, BUT IN OUR VIEW THE MORE AGENCIES ACTIVE IN TRADE CONTACT WORK THE BETTER.

-- THERE SHOULD BE REGULAR TRAVEL TO THE US BY FSO'S AND FSL'S TO MEET WITH DISTRICT OFFICE OFFICIALS AND LOCAL BUSINESS LEADERS TO DISCUSS MARKET CONDITIONS IN PARTICULAR COUNTRIES. DISTRICT OFFICES OFFICIAL EMPLOYEES SHOULD HAVE A CHANGE TO SEE HOW EMBASSY COMMERCIAL SECTIONS OPERATE. PERHAPS AN "EXCHANGE" PROGRAM COULD BE INSTITUTED. IN OUR VIEW THERE IS AT PRESENT INSUFFICIENT INTERCHANGE BETWEEN THE DOMESTIC AND THE FOREIGN SIDE. THE RESULT IS A LACK OF APPRECIATION AT BOTH ENDS OF THE DELIVERY SYSTEM REGARDING THE PROBLEMS THAT EACH FACE AND METHODS TO RESOLVE THEM.

10. FOREIGN SERVICE RESOURCES. OVER THE LAST SEVERAL YEARS THERE HAS BEEN A WHITTLED DOWN IN EUROPE OF FOREIGN SERVICE RESOURCES DEVOTED TO COMMERCIAL ACTIVITIES IT WOULD BE IRONIC TO SEE A MARKED INCREASE IN EXPORTER AWARENESS BY US FIRMS ONLY TO FIND THAT A SEVERELY WEAKENED FOREIGN SERVICE DELIVERY SYSTEM. UNCLASSIFIED

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WAS UNABLE TO PROVIDE ASSISTANCE AT THE CRUCIAL MOMENT. WE BELIEVE WE ARE DOWN TO THE BONE IN TERMS OF PERSONNEL RESOURCES ABROAD DEVOTED TO COMMERCIAL SUPPORT ACTIVITIES. FURTHER CUTS WOULD SERIOUSLY IMPAIR OUR ABILITY TO PROVIDE THE TYPE OF ASSISTANCE THAT A STRENGTHENED EXPORT PROMOTION PROGRAM WOULD REQUIRE.

11. WE WOULD BE PLEASED TO ELABORATE ON ANY OF THE SUGGESTIONS MADE ABOVE AND BE INTERESTED IN RECEIVING INFO ADDRESSEZY COMMENTS ON THE DEVELOPMENT OF A NATIONAL EXPORT POLICY. GAMMON



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## Message Attributes

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**TAGS:** ETRD, BEXP, XX, US  
**To:** STATE  
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